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— GENERAL GUIDES: SCHOOL DESEGREGATION —
AND INTERGROUP RELATIONS

Answer for Inter.

ED001990

EXECUTIVE RESPONSIBILITY IN INTERGROUP RELATIONS

Office of Education-EEOP
Research and Materials Branch

NATIONAL ASSOCIATION OF INTERGROUP RELATIONS OFFICIALS
426 West 58th Street, New York 19, New York

Bennett O. Stalvey

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THE PRESIDENT OF THE UNITED STATES AND THE NAIRO DELEGATION (Left to right, Senator Philip A. Hart, Michigan; Robert J. Greene; George W. Culberson; President John F. Kennedy; Booker T. McGraw; John G. Feild), THE WHITE HOUSE, WASHINGTON, D.C., AUGUST 23, 1961.

The following message from President John F. Kennedy to the NAIRO Annual Conference was delivered in San Francisco on November 9, 1961, by Harris Wofford, Jr., Special Assistant to the President:

Please convey my warm greetings to the participants in the Fifteenth Annual Conference of the National Association of Intergroup Relations Officials. The problem of securing the full Constitutional rights of all Americans and of achieving equal opportunity in all parts of our public life in all sections of our country requires the cooperation and constructive leadership of public officials at all levels of government and in voluntary citizens' organizations throughout the nation. In promoting such cooperation and constructive leadership NAIRO is serving the needs of the nation.

An example of the vital service which NAIRO can render on an increasing scale is the valuable study on Executive Responsibility in Intergroup Relations presented to me by the officers of NAIRO. Your helpful suggestions are now being considered by the appropriate departments and agencies.

Cordially,
JOHN F. KENNEDY

NAIRO

NATIONAL ASSOCIATION OF INTERGROUP RELATIONS OFFICIALS
ROOM 209, 426 WEST 58TH STREET, NEW YORK 19, N. Y. • JU 6-0782

August 21, 1961

The Honorable John F. Kennedy
The White House
Washington, D. C.

Dear Mr. President:

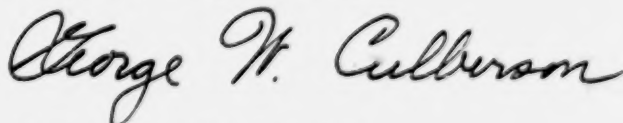
I have the honor to submit to you certain recommendations for executive action in intergroup relations, developed by a task force of experienced professionals appointed by our Board of Directors, and including many of its members.

Because ours is a professional body, concerned primarily with advancing intergroup relations knowledge and skills, we have concentrated in this paper on the means and methods by which we believe the Administration's equal opportunity goals can best be achieved. We have left to the membership organizations in our field the development of recommendations for substantive action.

In like manner, we have attempted to suggest policy directives, procedural steps, and an organization of intergroup relations resources that might be appropriate in any and all government operations. We have thus resisted the temptation to single out for special analysis such compelling problem areas as school desegregation and open occupancy in housing.

As we indicated in a resolution transmitted to you earlier this year, this Association pledges you its wholehearted support in your efforts to secure full equality of opportunity for all Americans. We place at your disposal our collective expertise and experience in intergroup relations.

Respectfully yours,



GEORGE W. CULBERSON
President

EXECUTIVE RESPONSIBILITY IN INTERGROUP RELATIONS

The Federal Government, besides being the nation's largest employer, administers many programs affected by, and influencing, intergroup relations. Constitutional authority, legislative action, judicial decision, and executive fiat have given it substantial responsibility for guaranteeing broad areas of civil rights, for promoting the welfare of specific ethnic groups, and for bringing into the mainstream of American life the many racial, religious, and nationality groups that comprise its people. Unfortunately, the exercise of this responsibility has not heretofore kept pace with social need or world events.

At the outset of a new Administration, pledged by its party platform and by the new Chief Executive to advance equal rights and opportunity for all Americans, the National Association of Intergroup Relations Officials offers certain recommendations for action in the area of intergroup relations to help achieve these goals. These areas are covered:

- **Intergroup relations in government practices and services**
- **Utilization of intergroup relations consultants**
- **Role and recruitment of intergroup relations personnel**
- **Community consultative services in intergroup relations**
- **Intergroup relations in the State Department and Peace Corps**
- **Training of intergroup relations personnel**
- **Government role in intergroup relations research**
- **Government reference services in intergroup relations**
- **Leadership role of the President in intergroup relations**

Intergroup relations may be defined in various ways. In its broadest sense, it is the generic term covering interracial relations, interreligious relations, and interethnic relations. It encompasses civil rights problems of Negroes, Jews, Orientals, Puerto Ricans, Mexican Americans, and others experiencing discrimination or segregation; cultural problems faced by American Indians, Southern mountain whites, and others transplanted abruptly from rural to urban living; and interreligious tensions arising out of Church-State issues. At least peripherally, it includes the problems of the foreign-born and of migrant farm laborers, the problems springing from denial of civil liberties, and the problems of the aged in the area of employment discrimination.

Intergroup relations is also the unique blend of skills and knowledge possessed by its practitioners. From a variety of disciplines they have drawn and adapted techniques of community organization, social action, public education, investigation and enforcement, and conciliation and mediation. Around these has developed a body of knowledge that incorporates both the research findings of the social sciences and the rich experience of this emerging field.

Intergroup relations is, finally, a field of work for more than 1,500 full-time workers employed by governmental and private intergroup relations agencies throughout the United States. These agencies maintain a total of 600 offices, in at least 150 cities in 43 states.

The National Association of Intergroup Relations Officials, founded in 1947, is an organization of individuals concerned with advancing intergroup relations knowledge and skills, improving the standards of intergroup relations practice, and stimulating intergroup relations research. It is the field's professional body and attempts conscientiously to represent the collective opinion of practitioners, researchers, and lay leaders in intergroup relations. Its program and concerns focus essentially on the means and methods by which civil rights advances and better intergroup relations may be achieved. Its recommendations are offered in the light of that professional interest and activity.

RECOMMENDATIONS

A. INTERGROUP RELATIONS IN GOVERNMENT PRACTICES AND SERVICES

There is urgent need for a review by every department and agency of its staff practices and program services, to insure that intergroup relations concerns are recognized at every level of operation.

Forceful steps have already been taken by the President's Committee on Equal Employment Opportunity to implement the recent executive order, but staff practices and internal operation are more than a matter of job opportunity. They extend to such problems as segregated restrooms in a government facility, the appointment of inexperienced personnel to intergroup relations posts, the lack of Spanish-speaking workers in a Southwestern field office, and Civil Service examinations given only on a Saturday. They include intergroup relations training and orientation for government personnel, government research in intergroup relations, the use of intergroup relations specialists and consultants in key areas, and the development of adequate reference resources for the use of those charged with intergroup relations responsibilities.

Similarly, intergroup relations concerns need to be introduced in all program services where government action impinges on the life of the citizen — and where government spends his tax money. This is more than a matter of government contracts with private industry, already the subject of an executive order. It extends to such problems as the paucity of non-white cadets in the Coast Guard Academy, the inadequacy of religious affiliation symbols on armed forces identification tags, the refusal of a local Veterans Administration office to release to Negro realtors its list of repossessed homes, and the discrimination experienced by an Asian diplomat seeking an apartment in New York City. It includes the area of direct services to individuals (e.g., Soil Conservation Service), the area of federal loans or loan insurance (e.g., Federal Housing Administration), the area of citizen mobilization (e.g., the U.S. Navy), and the area of federal stewardship (e.g., Bureau of Indian Affairs).

We recommend that the President direct all executive departments and agencies to conduct full-scale surveys of internal operations and external program services, in order to determine how intergroup relations goals may be achieved, and discrimination and segregation eliminated.

B. UTILIZATION OF INTERGROUP RELATIONS CONSULTANTS

In the proposed review of department and agency staff practices and program services, and in the continuing activity of the Federal establishment in the area of intergroup relations, there is urgent need to marshal and utilize the best available knowledge and expertise.

Today, in a vastly complex society, the Executive Branch has added to its many other functions that of broker in the exchange of knowledge and information. Through the Executive Office and through the appropriate departments, insights and information are received and transmitted to other parts of the Federal establishment, to lesser units of government, and to citizens groups throughout the country. In this past half-century, which has witnessed an acquisition of knowledge unparalleled in any earlier era, this brokerage function has become standard operating procedure in the physical sciences, in medical research, in business planning, in a myriad of activities tinted with a public interest. This has not been true in intergroup relations nor even, to a comparable degree, in the social sciences.

Despite man's limited understanding of how to build constructive relationships with his fellow men, there is a growing body of knowledge about the crucial elements of intergroup relations. It is possessed by practitioners who have helped to develop it in the struggle for civil rights advances during the past few decades, and their advice should be utilized by the Executive Branch as it guides the Federal establishment into the New Frontier of intergroup relations in government.

Such counsel should be sought before the fact of crisis so that, as in other areas of governmental responsibility, a thorough-going rationale of operation can be developed, to avoid the hasty and reactive efforts which marked and hindered Federal actions during the previous administration.

We recommend that the Executive Branch and all departments and agencies be encouraged by the President to make continuing use of qualified intergroup relations consultants outside the Federal establishment:

— to advise on the proposed survey, to help develop procedures for implementation, to suggest strategic placement of intergroup relations specialists, and to assist in reviewing and assessing initial progress reports.

— to supplement the advisory services of intergroup relations personnel within the Federal establishment, in interpreting the significance of intergroup relations developments for Federal functions, in further sensitizing departments and agencies to intergroup relations concerns,

and in helping shape governmental response to the changing character of intergroup relations.

C. ROLE AND RECRUITMENT OF INTERGROUP RELATIONS PERSONNEL

There is urgent need to expand the role of intergroup relations specialists within the departments and agencies in which they now serve, and to introduce them into those areas of the Federal establishment in which their services are needed but not now utilized. Recruitment of these specialists should be governed solely by qualifications of competence and experience.

Intergroup relations is a factor in the internal and external operations of virtually every department and agency in government. The proposed survey of internal staff practices and external program activities will indicate the many areas in which intergroup relations specialists need to be utilized and, to some degree, the specific nature of their functions. Where the need for intergroup relations specialists is sufficient, and where formalization of their function is appropriate, an intergroup relations service within that department or agency is a logical step. More than two decades of experience suggest that certain cardinal principles are vital to effective operation of such a service:

- 1) An unequivocal statement by the department or agency head must set forth the policy objective and indicate that the intergroup relations service has the highest administrative support in the implementation of that policy.
- 2) The service must be amply staffed with competent and experienced intergroup relations specialists, under one with the rating of assistant department or agency head.
- 3) The service must have clear responsibility for these duties, among others:
 - Assisting the department or agency head and his staff, in the formulation, implementation, and evaluation of all aspects of policy, procedure, and program, to insure to minority group members equal opportunity and maximum participation in department or agency employment and in all phases of external program services.
 - Providing technical or advisory assistance to those responsible for recruitment, employment, and training of staff, to insure equal opportunity at all job levels.

- Providing technical or advisory assistance to those responsible for external program services at all levels, to insure that local action programs embrace the needs, viewpoints, and rights of minority groups.
- Interpreting to the department or agency the needs and viewpoints of minority groups, and interpreting to minority groups the policy and programs of the department or agency.
- Representing the department or agency head in the supervision and coordination of intergroup relations operations and policy throughout the department or agency.

Such a service would function in close liaison with the President's Committee on Equal Employment Opportunity. In addition, backed by the coordinating role of the President's administrative assistants on civil rights, the collective services would provide a vitally needed catalyst in accelerating the advance of equality of opportunity in the Federal establishment.

Intergroup relations specialists employed in departments or agencies must be allowed to function as professionals. Too often have they languished as mere symbols of governmental tolerance, brought forth just occasionally to counteract pressures from civil rights forces. Only the authority of the Chief Executive can correct the situation that prevailed in past administrations.

The search for competent intergroup relations specialists must recognize the need for persons who possess a high degree of commitment to equal opportunity and basic democratic values, a deep sensitivity to intergroup relations concerns and minority group aspirations, and a background of intergroup relations knowledge and skills.

It is sad but true that in no other area of government have experience and professional qualifications been ignored so consistently. Department and agency heads have not seemed to recognize that intergroup relations is a tangible field and that given individuals have acquired its knowledge and skills through long years of experience. There is, for example, no U.S. Civil Service register of qualifications for intergroup relations specialists, and there are no intergroup relations classifications as such. Many cities and states are far in advance of the Federal Government in establishing classifications, qualifications, and even examinations for intergroup relations specialists.

By dint of stereotype and for political reasons, buttressed by the lack of job opportunity elsewhere in the Federal Government, it has also been common practice to name only minority group members to many intergroup

relations positions, possibly on the mistaken assumption that all minority group members possess automatically the requisite intergroup relations knowledge and skills. Such assignment by stereotype is as discriminatory as it is erroneous. Patently, there are many minority group members qualified for such posts, but as long as appointing authorities think of minority group identification first, and professional capabilities second, there is the danger of political pressure to overlook the latter.

We recommend issuance of a firm directive to all departments and agencies, defining the role and function of intergroup relations services and personnel as integral to all appropriate government operations.

We further recommend appropriate action by the Executive Office to establish intergroup relations experience and cognate training as the primary qualifications for appointment to intergroup relations posts.

D. COMMUNITY CONSULTATIVE SERVICES IN INTERGROUP RELATIONS

Local communities faced with major intergroup relations problems, especially those that lack their own governmental intergroup relations agencies, have acute need for consultative services not presently available from any other source.

Throughout the United States, there are countless communities totally devoid of intergroup relations resources and financially unable to secure them. Some of these communities now face or will soon face monumental intergroup relations problems resulting from such developments as school desegregation, heavy in-migration of minority group families or extensive urban renewal. Other cities and towns only slightly more fortunate have intergroup relations resources that are inadequate to cope with local problems. They need a variety of services going beyond the reference clearing-house noted later; they need the counsel and guidance of competent consultants, matching grants-in-aid to help support local intergroup relations efforts, and, in some instances, demonstration projects or action research programs.

This Administration has asserted a federal obligation to help communities deal with the physical and human problems of urbanization; it has given evidence of its firm resolve to develop dynamic approaches to pressing social problems. It is possible to render significant assistance to beleaguered communities by creating, within the framework of existing departments or agencies, the consultative services that they need in the area of intergroup relations.

We recommend the establishment of an intergroup relations service, appropriately situated within the Executive Branch, which would offer general intergroup relations counsel and technical assistance to local communities and to their intergroup relations agencies and which would include the use of demonstration projects and the provision of matching grants-in-aid to communities presently unable to support local intergroup relations efforts.

We further recommend the establishment of a community education service, appropriately situated within the Executive Branch, which would offer consultative services and, where warranted, financial aid to those school boards engaged in earnest efforts to desegregate public schools, and which would aid in establishing equal opportunity in vocational education and in training related to formal apprenticeship programs.

E. INTERGROUP RELATIONS IN THE STATE DEPARTMENT AND THE PEACE CORPS

There is acute need to introduce into the State Department, and into such specialized foreign aid agencies as the Peace Corps, intergroup relations concerns relating especially to the orientation and training of overseas personnel, and to the reception of foreign diplomats, visitors, and students.

The vital importance of our national image abroad, and the acute need to demonstrate with vigor and dedication America's deep commitment to the democratic ideal of equal treatment for all persons, demands early and special attention to intergroup relations concerns in activities bearing on foreign relations.

State Department personnel are not now being prepared adequately to interpret abroad America's civil rights problems and intergroup relations efforts and progress. Personnel at all levels are in need of orientation before overseas assignment, and continuing informational services thereafter. These might well be extended to include government personnel sent abroad by other departments and agencies.

Exchange visitors from other lands, and particularly those from Africa and Asia, are not receiving an adequate exposure to the positive intergroup relations efforts of public and private agencies in communities across the country. Orientation provided for some visitors in Washington is not a satisfactory answer, especially for those who have indicated a deeper interest in civil rights problems. The six hundred intergroup relations agencies throughout the United States offer a resource that should not be

overlooked in planning itineraries and in coping with problems of discrimination that some visitors will face.

The establishment of a New Nations Division in the Office of Protocol is a heartening approach to the problems of discrimination encountered by foreign diplomats and students in this country. This effort merits continuing support and resources.

The Peace Corps is an exciting idea that has captured the imagination of thousands of young people in this country and has gained wide support abroad. There are dangers relevant to intergroup relations in this transplantation abroad of relatively inexperienced if totally dedicated young people, however. As in the case of State Department personnel, Peace Corps volunteers must be in a position to interpret accurately and clearly American civil rights problems and intergroup relations efforts. That they will be asked about civil rights matters is a foregone conclusion; that they possess adequate information is the only reasonable answer. The difference between objective information and all that would fall in the category of propaganda or apologia is clear, and only the former should be the subject of Peace Corps orientation. Finally, the process of selection and training must be geared to deal with those psychologically unsuited to intimate contact with persons of other races, creeds or national origin whether they be fellow volunteers or foreign nationals.

We recommend that the Foreign Service Institute be directed to incorporate in its program and structure intergroup relations orientation for personnel assigned to overseas posts.

We recommend further that the governmental and contract agencies responsible for Exchange Program visitors be directed to review orientation procedures and itinerary planning, in order to introduce intergroup relations concerns and to make maximum use of intergroup relations agencies throughout the country.

We recommend that the New Nations Division in the Office of Protocol be adequately and appropriately staffed.

We recommend that the process of selection and training of Peace Corps volunteers include appropriate concern for the effects of prejudicial attitudes and behavior on the interpersonal relationships that must be developed abroad, and that the orientation of volunteers include objective information on American intergroup relations.

F. TRAINING OF INTERGROUP RELATIONS PERSONNEL

Given the acute shortage of experienced intergroup relations workers, inside and outside government, there is an urgent need for the development of governmental training programs in intergroup relations, including both in-service training for present employees and internship training for recruits to the Federal service. The personnel needs of community intergroup relations agencies across the country cannot be met through existing replacement channels, and Federal Government help is needed in the training of workers to staff these local efforts.

The reservoir of experienced intergroup relations workers is not large — perhaps 1,500 in all. Because the field adds only 50 to 100 persons to its ranks each year as its agencies multiply and expand, and because it is still a relatively new field, there are few formal training opportunities. Most newcomers, recruited from other fields, enter at the bottom of the professional ladder and receive their intergroup relations training on the job. This informal process of recruitment and training is not geared to meet sharp increases in the demand for qualified specialists.

The mushrooming growth of state and municipal agencies, a phenomenon of the past two decades in the North and of the past two years in the South, has brought personnel requirements that cannot be met through normal replacement channels, and the result has been a heavy drain on private agency staffs. The field is marked by sudden and far-reaching personnel shifts, not unlike the game of musical chairs.

To fill existing intergroup relations posts in the Federal Government is not an easy task; to staff the services and positions likely to grow out of the proposed survey will create serious problems, especially for private and local governmental agencies that can expect to lose personnel. On the other hand, experienced workers must be found for these Federal positions if intergroup relations goals are to be achieved.

In-service training for those already in the Federal employ offers a partial solution. Most departments and agencies could profitably institute intensive on-the-job training programs for those slated to fill intergroup relations posts, and orientation programs for those whose intergroup relations responsibilities will be more peripheral. The Civil Service Commission might assume this function for departments and agencies with more modest intergroup relations personnel needs.

To meet long-range personnel needs, internship training should be instituted for new recruits to government service, again under the auspices

of the various departments and agencies or perhaps by the Civil Service Commission. These intergroup relations internships should be of at least one year's duration, should consist of on-the-job training and working experience, and should include duty in a field office at the community level. There are some agencies (e.g., Housing and Home Finance Agency) in which internship programs already exist; these need only to be broadened to include intergroup relations concerns.

The acute needs of local communities must be met in different fashion. Through some existing department or agency, or through one yet to be established, the government should promptly initiate training services for local community workers. These might include a centralized training program, grants-in-aid to private or local governmental agencies, and contractual training agreements with universities or national intergroup relations agencies. Scholarship aid to students considering advanced studies in intergroup relations is yet another form of training assistance, and might be coupled with subsequent internship experience.

We recommend that appropriate departments and agencies be directed to institute in-service and internship training in intergroup relations; that the Civil Service Commission be directed to organize such training programs for departments and agencies that do not find it feasible to institute their own; and that the Federal Government, through an existing department or agency or through one yet to be created, establish a training program and offer financial aid to prepare intergroup relations workers for local community service.

G. GOVERNMENT ROLE IN INTERGROUP RELATIONS RESEARCH

There is an acute need for intergroup relations research in a variety of fields, and this research must be adequately financed and knowingly coordinated. Since private and local governmental research programs and resources are presently inadequate, the Federal Government must take the initiative in stimulating this research.

In a preliminary survey of research needs, conducted in 1960 by the NAIRO Commission on Research Services, an inventory of 107 subjects for study was gathered from professional workers in 25 intergroup relations agencies. This still-expanding inventory shows a need for general knowledge and for action-oriented research in a number of critical areas.

Funds presently available for intergroup relations research are totally inadequate. Most of the foundations have been reluctant to make grants

in this highly sensitive field, and most of the intergroup relations agencies are unable to allocate money for research. Even the research being done by those few agencies with research staff and by individuals in university centers suffers for lack of planning and coordination.

Needed research falls into three categories: data-gathering, program-oriented, and basic. Data-gathering is already a function of many departments and agencies of government, but almost all could do more in the area of intergroup relations. In addition, means must be devised for disseminating this material to local communities. There is considerably less program-oriented or action research, while basic research is a significant void. Some agencies should, for example, delve into the sources of prejudice and the relationship of prejudice to personality development.

To carry on the research program that is needed, an approach along the lines of the National Institutes of Health seems desirable. The agency thus created, whether independent or part of a broader institute, must be prepared and qualified to do actual research, to stimulate and coordinate research in government departments and agencies, and to provide funds for research grants-in-aid to colleges and universities, public and private agencies, and individuals. Specialized research projects should be carried out by qualified persons in the appropriate department or agency, but as part of a master plan for government research in intergroup relations. This overall agency could also perform a much-needed service by furthering exchange of information about research being undertaken independently by colleges, universities, and agencies.

We recommend the establishment of an agency, independently or as part of an existing Department, possibly along the lines of the National Institutes of Health, to coordinate, undertake, stimulate, and help finance needed research in the area of intergroup relations.

We further recommend that the departments and agencies, including the National Science Foundation, be directed to initiate or expand research studies, grants-in-aid, and scholarships in the area of intergroup relations.

H. GOVERNMENT REFERENCE SERVICES IN INTERGROUP RELATIONS

There is an acute need for expanded reference services in intergroup relations: within departments and agencies for the use of federal intergroup relations personnel, and through selected departments and agencies for the use of local communities.

Intergroup relations is such a recent and dynamic field of specialized knowledge that little systematic collection and classification of its written material have taken place. Many of its most valuable documents have not been published as books and are not, therefore, to be found in the Library of Congress. When intergroup relations materials are found in government libraries, they are seldom organized in such a manner as to be readily accessible for reference use. Within the departments and agencies, the available material of the type needed by intergroup relations personnel in their program duties is wholly inadequate.

Those responsible for intergroup relations programs in local communities around the country have need of a central reference clearinghouse. In such a critical area as school desegregation, for example, there is no single source to which communities can turn for appropriate resource materials. Even in the Library of Congress there is no centralized collection of published and unpublished materials on intergroup relations, and no specialized staff to develop such a collection and work with those engaged in intensive intergroup relations research.

We recommend that the departments and agencies which possess intergroup relations services be directed to make budgetary allowance and other necessary provisions for the assembly and maintenance of informational resources dealing with intergroup relations aspects of the programs they administer.

We further recommend that such departments as Health, Education and Welfare, or possibly that proposed on Housing and Urban Affairs, with areas of competence and jurisdiction bearing directly on major intergroup relations concerns be instructed to establish clearinghouse reference services for the use of local community agencies and workers.

I. LEADERSHIP ROLE OF THE PRESIDENT IN INTERGROUP RELATIONS

As has already been demonstrated, there is clear need for Presidential leadership in the area of intergroup relations, not simply within the Federal establishment, as suggested in earlier recommendations, but in interpreting to the people the moral and legal issues involved, and in serving as the voice of the conscience of the nation.

The President can exert enormous influence by example. He communicates with the public in such informal ways as his choice of aides and associates or his invitations to White House functions. The inclusion

of appropriate minority group members does not go unnoticed, and helps to set the overall intergroup relations tone.

There is another area in which the President could exert great influence. He should call together small groups of key individuals — opinion molders and decision makers — to make known his determination to correct inequities, and to enlist their cooperation. This might suggest Presidential discussion with school superintendents of desegregation problems; with state governors of mutual responsibilities to uphold Federal Court decisions and to maintain law and order; with state attorneys general of the right of all qualified citizens to free access to the ballot box; with business and labor leaders of equal employment opportunities; and with representatives of the housing industry of open occupancy practices.

Firm Presidential leadership can help avert many crisis situations, but when they occur, the President must be heard, pointing to desirable solutions and calling for calm and wise local leadership to cooperate in working out these solutions. There should never again be a vacuum of leadership in the White House, enabling wilful men on the local levels to obstruct the will of the nation.

We respectfully observe that the Presidency requires the type of leadership and moral suasion that can only be exercised from the White House, by voice and in action, in crisis situations and in forthright appeals to the best that is in our people.

NATIONAL ASSOCIATION OF INTERGROUP RELATIONS OFFICIALS

1962

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